



Community-based Strategies for Policy Development

Community Strategic
Planning Training
April – May 2004



Your Training Coaches

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Ice breaker



Introductions

- ◆ Your name
- ◆ Organization



Training Agenda

◆ Day 1

- Strategic Planning - Walk-through the materials you will need to build your strategic plan
- Policy - Policy 101

◆ Day 2

- Policy - Share your local experience with policy change
- Policy - Organizing to Change Local Tobacco Policy
- Strategic Planning - Getting started with the planning process

Training Goal

“ Prepare contractors to create a 3-year local strategic plan, according to a standard framework and using a process that links State, Community, School, Tribal and Priority Population Tobacco Prevention Contractors as well as other local organizations working in tobacco control”

Why is a strategic plan important?

- ◆ You want to do effective local Tobacco Control programs
- ◆ A strategic plan will help focus activities around long-term goals
- ◆ Allows your community partners to work more effectively with your program
- ◆ You want to do work that is sustainable

“Why now???”

- We have learned a great deal from over three years of tobacco control work
- Communities have gained the experience to do higher-level planning for tobacco control



- * Capacity assessment: you said you needed more policy advocacy capacity, strategic planning, evaluation
- * Funding is secure through 2008, but beyond??

How is this different from what I was already doing?

- ◆ You have all been doing great work!
 - (we have proof!)
- ◆ Previously workplans developed using Workbook + assessment data
- ◆ Building on what you already have developed



- - * Longer-term planning
 - * More community-focused planning/outcomes
 - * More focus on sustainable outcomes, policy
 - * More definition of community engagement

How is this different from the annual workplan?

- ◆ Covers 3 years
- ◆ Written for short-term outcomes
- ◆ Informs annual workplan

Your Mission

- **Turn in a 3-year Strategic Plan for your organization by 12/31/04**
- Broaden participation of the community in local planning
- Assess community's tobacco control strengths, assets, opportunities and weaknesses
- Develop meaningful plans that emphasize community norm change strategies (policy)
- Strengthen the evaluation of local program efforts



Training Objectives

- ◆ Provide models and information to help contractors:
 - Conduct an assessment
 - Identify opportunities for improving policy related to tobacco control
 - Engage diverse community partners
 - Develop a 3-year strategic plan (with evaluation plan)

Developing this Model

Based on three primary sources:

- ◆ “Communities of Excellence”
- ◆ California Experience
- ◆ Washington Experience



- ◆ **We want your input too! PLEASE share your thoughts about the training, process & the models!**

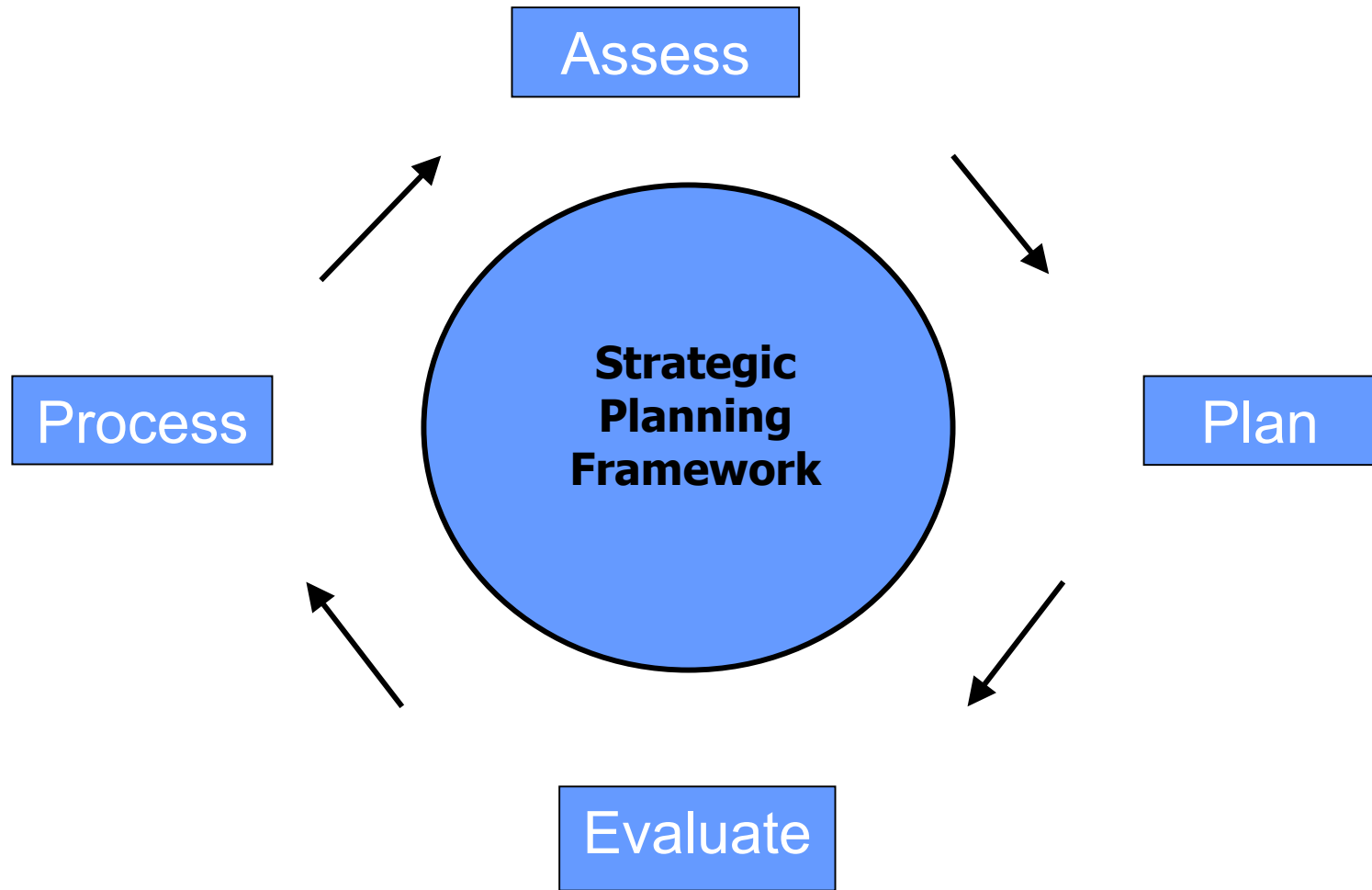


- ◆ California folks
- ◆ DOH folks
- ◆ People who sent strategic plans, gave feedback, IAC

Training Materials

- ◆ Inside the Blue Training Folder.....
 - Red Folder – PowerPoint Presentations
 - Orange Folder – Exercise Materials
 - Yellow Folder – Strategic Planning Framework
- ◆ Getting Started: Yellow Folder

Strategic Plan Framework

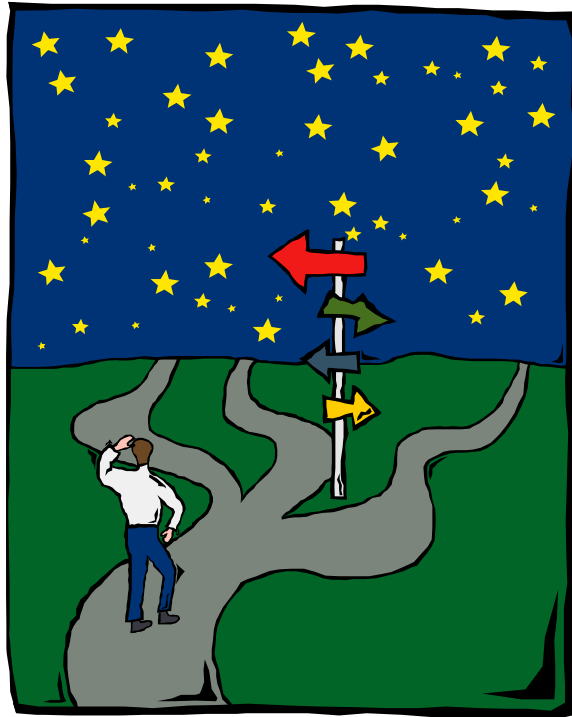


Building the Strategic Plan



1. **Process** – Gather a planning group
2. **Assess** – You and planning group members conduct assessment of community indicators and assets
3. **Plan** – Based on assessment findings, you and the planning group prioritize the indicators, create objectives
4. **Implement** – You already know how to do that... so we're not covering it so much in the training. We are providing more about "policy implementation" (because of capacity assessment findings)
5. **Evaluate** - Staff create evaluation plans NOW to do that later
6. **Process** – Ongoing 'Quality Improvement'

ASSESSMENT



Review the ASSESSMENT Forms

- ◆ Form 1A: Planning Group Matrix
- ◆ Form 1B: Community Assets Assessment Form
- ◆ Form 1C: Policy Assessment
- ◆ Form 1D: Capacity Assessment

Form 1A: Planning Group Matrix

- ◆ Use this form to document planning group participants
- ◆ Indicate participants in the Collaborative Needs Assessment
- ◆ *Submit electronically to your DOH Contract Manager*

- [illegible]

Form 1C: Policy Assessment

- ◆ 2 policy grids
 - Existing Federal, State & Local laws & rules
 - Local Policy Opportunities
- ◆ Add local policies to ‘Existing Policies’ grid
- ◆ *Submit ‘Existing Policy’ grid electronically to your DOH Contract Manager*

Form 1D: Assessment Forms

- ◆ Select appropriate assessment form
- ◆ Summarize your findings
 - What did you learn?
 - What changes did you make after the assessment process
- ◆ Share summary with planning group

- ◆ *Submit summary electronically to your DOH Contract Manager*

PLANNING



Indicator Process

1. Review Indicators
2. Prioritize Indicators
3. Write Objectives
4. Create Optional Vision Statements

Review the PLANNING Forms

- ◆ Form 2A: Indicator Score Sheet
- ◆ Form 2B Priority Strategy Form

Review:

- ◆ Supporting Materials

Form 2A: Indicator Score Sheet

◆ Indicator Codes

- CpC – Capacity Community/Tribe
- PC – Prevention Community/Tribe
- CC – Cessation Community/Tribe
- SC – Secondhand Smoke Community/Tribe

- PS – Prevention School

◆ *Submit electronically to your DOH Contract Manager*

Indicator Data Sources

- ◆ Lists potential sources of data for each indicator
- ◆ Sources include:
 - Databook (release date: June 2004)
 - CATALYST
 - Tobacco Facts (release date: July 2004)
 - BRFSS Frequencies 2003 (release date: July 2004)
 - Adult Tobacco Survey Data
 - Healthy Youth Survey Data/SHEP
 - PLANNING GROUP KNOWLEDGE!

Rating Scale Definitions

- ◆ Public awareness of need

Do “people” realize this approach is needed?

- ◆ Internal enthusiasm/agency commitment

How much interest & support among staff, administration, coalition

- ◆ Resources to do it well

Research about what works, experience doing it, sufficient capacity/funds

Partners in important organizations or networks

- ◆ Potential for success

Political climate

Other factors that make it a “slam dunk” or “impossible dream”

- ◆ Public health impact

Does it really affect public health

- ◆ Overall rating

You could calculate this

You could negotiate instead

Indicators by Goal Area (Capacity)

◆ CpC – Capacity Community/Tribe

CpC-1 - Engagement of Diverse Community Partners

- C1.01, C1.02, C1.03, C1.11

CpC-2 - Public Support for Tobacco Control

- C1.07

CpC-3 - Information about the Burden of Tobacco Use in the Community

- C1.10

Catalyzing Activities: C1.04, C1.05, C1.06, C1.09, C1.12

Indicators by Goal Area (Prevention)

◆ PC – Prevention Community/Tribe

PC-1 – Reduce Youth Access to Tobacco

- C2.01, C2.02, C2.03, C2.04

PC-2 – Parents Reinforce Tobacco-free Messages

- C2.05

PC-3 – Youth Deliver Tobacco-free Messages to Peers

- C2.09, C2.10

PC-4 – Youth Less Receptive to Pro-Tobacco Marketing

- C2.06, C2.07, C2.11

PC-5 – Increased Coverage Tobacco-free Policies/Norms

- C2.08, C2.12

Catalyzing Activities: C2.13, C2.14

Indicators by Goal Area (Cessation)

◆ CC – Cessation Community/Tribe

CC-1 – Increased Use of Support to Quit

- C3.01, C3.02

CC-2 – Universal Access to Pharmacotherapy/Support

- C3.03

CC-3 – Increased Effective Healthcare Provider Interventions

- C3.04

CC-4 – Increased Availability of Cessation Resources

- C3.05, C3.06, C3.07

Catalyzing Activities: C3.09, C3.08

Indicators by Goal Area (SHS)

◆ SC – Secondhand Smoke Community/Tribe

SC-1 – Support for Community Bans

- C4.01, C4.04, C4.05

SC-2 – Increased Coverage by Smokefree Private Policies

- C4.02, C4.03

SC-3 – Increased Coverage by Smokefree Public Policies

- C4.03, C4.10

SC-4 – Increased Coverage by Smokefree Home/Housing Policies

- C4.03, C4.08

Catalyzing Activities: C4.06, C4.07

Indicators by Goal Area (Schools)

◆ PS – Prevention Schools

PS-1 – Tobacco-free School Policies/norms

PS-2 – Youth Educated about the Harms of Tobacco

PS-3 – Staff Support & Deliver Tobacco-free Messages

PS-4 – Parents Receive Tobacco-free Messages

PS-5 – Youth Supported to Quit Experimenting

PS-6 – Engagement of Diverse Community Partners

PS-7 – Availability of Prevention Data

PS-8 – Youth Involvement in Tobacco Prevention

PS-9 – ESD Capacity for Tobacco Prevention

Form 2B: Priority Strategy Form

- ◆ To be completed only for the prioritized indicators
- ◆ Provide for each Prioritized Indicator:
 - Rational
 - SWOT Analysis
 - Objective
 - Activities
 - Critical Influence
 - Key Partners
- ◆ *Submit electronically to your DOH Contract Manager*

Indicators: Supporting Materials

◆ Community Indicators

- Sample Policy and Education Outcomes
- SMART description examples
 - Give Specific and Relevant
 - Need Measurable, Achievable and Time-bound

◆ Strategies

- Breakdown of Activities by the Indicator they influence

Lunch!

Please come back at 1:00 pm



EVALUATION



Review the EVALUATION Forms

- ◆ Form 3A: Evaluation Plan
- ◆ Form 3B Data Sources

Form 3A: Evaluation Plan

- ◆ Document an evaluation plan for your prioritized indicators
- ◆ DOH Evaluation technical assistance available
- ◆ *Submit electronically to your DOH Contract Manager*

Form 3B: Data Sources

- ◆ Describe any non-statewide data sources that will be used for evaluation purposes
- ◆ Add additional survey questions
- ◆ Communities Only: Intensive Evaluation
- ◆ *Submit electronically to your DOH Contract Manager*

Process



Review the PROCESS forms

- ◆ Form 4A: Participant Process
- ◆ Form 4B: On-going Partner Participation
- ◆ Form 4C: Administrators Signature Page

Form 4A: Participant Process

- ◆ Agenda to document planning process
 - ◆ Complete for all planning group meetings
 - ◆ Report decisions/accomplishments in CATALYST as Outputs
-
- ◆ *Submit electronically to your DOH Contract Manager*

Form 4B: Partner Participation

- ◆ Brief responses
- ◆ Complete after the strategic planning process
- ◆ *Submit electronically to your DOH Contract Manager*

Form 4C: Signature Page

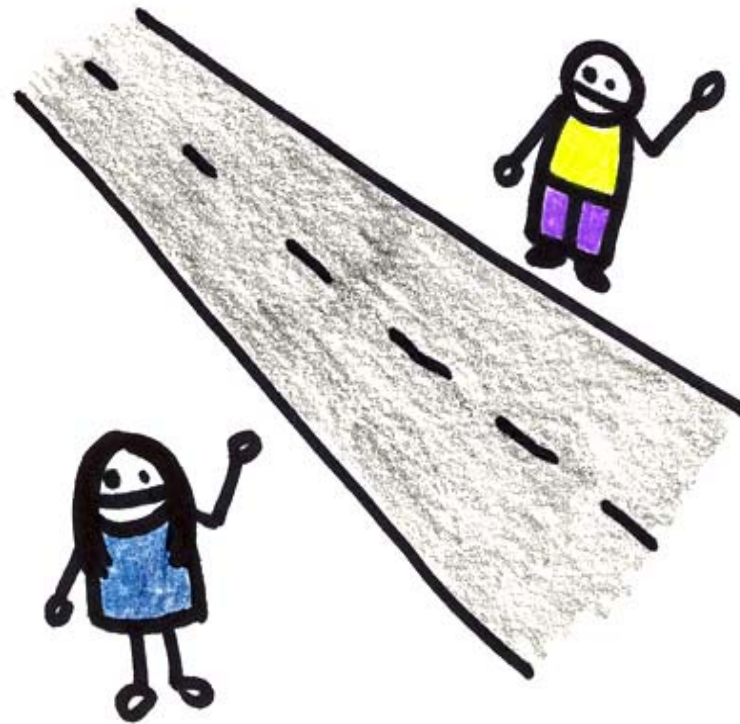
- ◆ Organizational support is important for the success of your plan
- ◆ State-level briefings
 - WSALPH – Health Officers
 - PHND – Nursing Directors
- ◆ *Submit electronically to your DOH Contract Manager*

Final Steps

- ◆ Forms checklist
- ◆ Writing the strategic plan (summarizing the forms)
- ◆ DOH strategic plan review

Community-based Strategies for Policy Development

Day 2



hellooooo!!

Why am I here again?

- ◆ Learn about process & requirements for the required Strategic Plan due to DOH on 12/31/04
- ◆ Learn about policy opportunities for Washington communities to include in your Strategic Plan

What we did yesterday

- ◆ Policy & Planning = separate but co-dependent
- ◆ Stacy
 - Strategic Planning Framework
 - Forms and expectations for the plan
- ◆ Jack Nicholl
 - Policy 101
 - Opportunities for tobacco policies in Washington
 - ***Partner diversity for planning

Timeline

- ◆ **June** – Regional Meetings
- ◆ **July** – FY 04-05 begins
- ◆ **August** – Conference call check-in opportunity
- ◆ **September** – Regional Meeting
- ◆ **October** – Regional conference call opportunity
- ◆ **December** – Strategic Plan is due 12/31/2004

Technical Assistance

- ◆ Contract Managers

- Paul Davis
- Carla Huyck
- Dave Harrelson

- ◆ Policy Assistance

- Tom Wiedemann

- ◆ County/Community Process

- Stacy Scheel

- ◆ ESD Process

- Susan Richardson

- ◆ Tribe Process

- Stephanie Craig (NPAIHB)

- ◆ Priority Population Process

- Clarence Spigner

Debrief

- ◆ Questions from yesterday
- ◆ Comments or insights

Real life experience



Strategic Planning Process

Examples

Example: Berkeley, California

- ◆ A similar mandate to do a community process for prioritizing the indicators and creating a plan
- ◆ California used a set of indicators, similar to what we have given you (they had more)

Getting the Process Started

Berkeley - Staff reviewed indicator list and made a guide for planning group members:

- “Please Prioritize”
- “Already Addressed in Berkeley”
- “On-going/Pending Indicator”
- “N/A in Berkeley”
- “Local Ordinance Prohibits”

Assessment

Berkeley – Meeting #1

- General Discussion:
Community tobacco prevention and control needs
- Introduction to the strategic planning process
- Prioritized (ranked/rated) top five indicators from sorted indicator list

Assessment

Berkeley – Meeting #2

- Posted coalition and staff results on walls
- Discussed each nominated indicator
- Voted using five dots

Assessment

Berkeley – Meeting #3

- Published voting results
- Reviewed prior list
- Prepared folders and data for each selected indicator

Planning

Berkeley – Meeting #4

- Presented and discussed final scores
- Conducted SWOT Analysis on selected indicators
- Discussed possible objectives and activities which would address final indicators

Planning/Evaluation

Berkeley – Back at the office

- Staff finalized SMART Objectives
- Circulated for review by planning group
- Staff developed evaluation plan

Example 2: Sonoma

**Sonoma – Meeting #1: Staff & Workgroup
reviewed list asking “Has this already been
done?”**

Yes – What was the outcome?

Do we need to continue/revisit?

No – Why not? Is it an issue?

Should it be considered?

Prioritizing Indicators for Objectives

Sonoma – Meeting #2

- Reviewed and discussed assessment results
- Combined appropriate indicators and assets
- Identified top three per priority areas

Final Decisions

Prioritizing based on:

- Funding – how much is needed
- Staffing – who will be responsible
- Availability – how much time do they have
- Support – who else is available to help

What your process might look like...

- ◆ Most open/democratic:
 - Fully open process (y'all come in media)
 - Everybody votes, all votes count
 - Planning group members develop objectives
 - Everybody helps with evaluation plan
 - Group decides the role of the group in ongoing process
 - **Planning group remains engaged in the process?**

OR it might look like...

- ◆ Less democratic (also shorter)
 - Staff complete assessment
 - Staff do pre-screening and/or scoring, present logic and findings to planning group for approval
 - Staff propose objectives for plan
 - Staff propose evaluation plan
 - Staff propose role of planning group for ongoing process
 - **Planning group remains engaged in the process?**

Essentially a Continuum

Democratic,
more time needed

Staff-driven,
less time needed



Examples from the group?

Getting Started

- ◆ Working together in small groups (relevant to your region)

Ask for help!

- ◆ **We want you to succeed!!**
- ◆ **Contract managers:** what is required, acceptable format, and when
- ◆ **Stacy:** checking in with your process, progressive steps, consult on assessment/evaluation
- ◆ **Jack:** consult (through TPRC) for policy, community mobilization troubleshooting or brainstorming



Thank You!